

**CITY OF TWO RIVERS ECONOMIC DEVELOPMENT STRATEGIC PLAN  
SUMMARY of GOALS and STRATEGIES**

**GOALS**

Economic Development Goals

ED I Generate an increase in net property tax base

ED II Facilitate the environment for job creation

ED III Invest public resources (time and money) to accomplish ED Goals I and II

Adopted by City Council April 2, 2018

**Community Development Goals**

CD I Increase residents living in Two Rivers, particularly young families

CD II Maximize use of natural features and assets to attract visitors and new residents

CD III Invest public resources (time and money) to accomplish CD Goals I and II

**STRATEGIES**

**Economic Development Strategies**

	<u>Priority</u> <u>(L, M, H)</u>	<u>Responsibility/Comments</u>	<u>Timetable to Implement</u>
<b>ED I</b>			
A. Identify priority redevelopment properties, including blighted properties targeted for redevelopment	H	City Mgr & Staff	List to City Council by May 29 Work Session
B. Repurpose old Pump House	L	City, Main St.; CDA--Good Opportunity but not as high priority as blighted properties	2-5 Years
C. Encourage redevelopment of Hamilton property	H	City Mgr & Council--Most important redevelopment property	Ongoing
D. Focus on redevelopment of properties on Washington St.	H	City Mgr & Staff CDA, Main Street--Priority due to high visibility	Ongoing
E. Engage in Industrial business attraction	M	Progress Lakeshore with New North--City Staff assist on facility and site details	Ongoing
F. Facilitate and promote for tourism	H	City Mgr, Room Tax Commission, MAVCB	Ongoing
<b>ED II</b>			
A. Spend time on business retention	M	City Mgr, City Council, MAVCB	Schedule visits August-October 2018
B. Facilitate business start ups	H	City Council, City Mgr, Progress Lakeshore, Biz Starts TR	
<b>ED III</b>			
A. Create a TIF District for redevelopment	M	Need to be ready to create District when opportunities present	As needed
B. Utilize New Market Tax Credits to support job creation and redevelopment	M	Progress Lakeshore, WEDC--use in tandem with Opportunity Zone	Ongoing
C. Explore expanding telecom/internet utility to facilitate business development	L	Need to know more about business needs and adequacy of existing system	
D. Consider building spec space in Industrial Park	L		Evaluate possible funding sources and report to City Council by June 30, 2018
E. Promote Electric Utility Economic Development rates and conservation incentives	M	Electric Utility, Progress Lakeshore	Ongoing

**Community Development Strategies**

**CDI**

A. Complete housing market analysis	H	Based on current market conditions, there is a case to be made; tie to Sandy Bay Phase 2/3	Develop RFP by June 30, 2018
B. Identify sites and recruit condo developers	H	City Mgr--develop RFP for condos as Sandy Bay Highlands Phase 3	Draft RFP to City Council by June 30, 2018
C. Review City Codes to assure "business friendly" environment	M	Collaborative, "friendly" City services always desired	Initiate at Plan Commission July 2018
D. Create down payment assistance program with major employers	M	City Mgr and staff; seek to match with TIF, affordable housing \$'s	By June 30, 2019
E. Engage newcomers to market Two Rivers to young families	M	City Staff with School District and realtors	Meet to discuss by June 30, 2018
F. Create newcomer welcome program	M	City Mgr, City Utilities, TRBA, Main Street	Implement by September 30, 2018

**CDII**

A. Host a Bike and Paddle event	M	Parks & Rec, TRBA, Main Street, service club (Rotary)--tie to River Trails	Target Summer 2019
B. Train "Ask Me" Ambassadors to work events	H	TRBA, Main Street, Senior Center	Summer 2019
C. Produce testimonial videos	L	City Mgr, TRBA, Realtors	September 30, 2018

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D. Explore bus or trolley bus as a "local" circulator: downtown to beach, carferry to Two Rivers, special events shuttle	H	City, TR Buses, MAVCB, Manitowoc, TR History Tours	Feasibility Report to Council by August 31, 2018
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**CDIII**

A. Invest in public access points to the rivers and Lake Michigan--River Trails project	H	Parks & Rec, Rivers Trails group	Develop long-term investment strategy based on Rivers Trails project; website activated and four access points upgraded with improvements by Memorial Day 2018; continue implementation 2019 and beyond
B. Market to attract residents	M	City, TRBA, local realtors	Ongoing
C. Consider acquiring tax delinquent properties from County on tax deed	M	City, County, CDA	Ongoing
D. Create CDA separate from BIDC; consider role for a Housing Authority	H	City Mgr, City Attorney	Report to Council by June 30, 2018
E. Invest in a multi-modal "trail head" facility in downtown area; accessible to state highway traffic, bike trails and river trails	H	City Mgr, Parks & Rec Director, Main Street	Operational by Summer 2019
F. Invest in improved wayfinding signage to direct visitors to area attractions	M	Engineering staff, Main Street, TRBA	Implement by Summer 2020
G. Explore improvements to Public Transit to make it attractive for use by entire community	M	City Council, Manitowoc Transit--address in next Transit Study	Initial meeting with transit manager--meet by October 31, 2018
H. Secure additional funding for Mariners Trail "spur" to south pier; construct project	H	City Mgr, Parks & Rec Director, Advisory Rec Board	Provide funding for full project (estimated at \$125,000) in 2019 City budget; complete construction by August 31, 2019
I. Undertake design deficiency analysis of harbor entry; complete modifications to harbor entry to address surge and shoaling problems	H	City Mgr, working with engineering consultants, US Army Corps of Engineers and congressional representatives	Secure federal funding for analysis by September 30, 2018; secure construction funding by October 1, 2020